

MISSOURI NATIONAL GUARD

ANNUAL REPORT 2024



We Train, Fight, and Win While Taking Care of Each Other as One Team.



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FROM THE ADJUTANT GENERAL



Michael L. Parson
Governor



MISSOURI NATIONAL GUARD OFFICE OF THE ADJUTANT GENERAL

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Levon E. Cumpton
Adjutant General



I am honored to report that your Missouri National Guard remains a strong and resilient force, always ready to support the citizens of our state and nation. This year, we focused our efforts and resources on advancing our mission, vision, and priorities. As a people-first organization, our top priority is our members. We are privileged to represent nearly 12,000 Soldiers, Airmen, and civilian employees who serve in every county across Missouri. More than 2,800 of these members serve in full-time roles, including active duty, federal technician, and state positions.

Our greatest readiness builders include participation in large-scale training events and support to federal missions worldwide. In 2024, our Airmen took part in overseas training exercises in Indonesia, Malaysia, Thailand, and Australia. Our Soldiers participated in five large-scale exercises across the United States, as well as in Panama and Germany. Additionally, we deployed more than 620 members in support of six operational missions overseas and along the southwest border.

Alongside our overseas missions, we have continued to train for our federally assigned domestic response roles, including the Homeland Response Force, the Command and Control CBRNE Response Element, the Contingency Response Force, and the 7th Weapons of Mass Destruction Civil Support Team. These specialized teams assist with domestic consequence management and support critical national needs. We also partnered with Task Force 46 of the Michigan National Guard in emergency response exercises focused on earthquakes, reconnaissance, urban search and rescue, mass casualty decontamination, and structural and infrastructure damage assessment.

Maintaining strong partnerships at the state, national, and international levels is a key priority, as these relationships enhance our capabilities. One of our longest-standing partnerships remains with Panama. In 2024, we conducted 18 exchanges with Panamanian forces, sharing training and experiences while learning from one another. We have 15 similar exchanges planned for 2025.

As part of Air Force Global Strike Command and Air Mobility Command, our Air Guard plays a critical role in strategic deterrence and combat support, both at home and abroad. Through Total Force Integration, we seamlessly combine our capabilities with the active-duty Air Force. This was demonstrated when Air National Guard and active-duty Airmen worked side by side across operations, maintenance, planning, logistics, and support to execute precision strikes against hardened underground weapons storage locations in Houthi-controlled areas of Yemen.

It is a true privilege to serve as your Adjutant General. I remain humbled by the dedication and sacrifices made by our Guard members and their families.

LEVON E CUMPTON
Major General, MONG
The Adjutant General



OUR HISTORY



Militias in Missouri trace their origins to the French and Spanish colonial periods. These early forces participated in skirmishes and major conflicts, including the War of 1812, the Black Hawk War, the Heatherly War, and the Osage War of 1837. In the 1840s, Missouri's volunteer militia engaged in the Mexican War and responded to periods of civil unrest. By 1847, however, the regular and volunteer militias were disbanded, leaving only the uniformed militia active. The Civil War brought dramatic changes to Missouri's militia structure. The Missouri State Guard was formed in 1861 and held Confederate sympathies, while the volunteer Unionist Home Guard opposed it. After the Home Guard's disbandment, the Missouri State Militia was established in 1862 as a full-time force, supplemented by the Enrolled Missouri Militia, a part-time local defense force made up of able-bodied men not already in military service.

After the Civil War, social unrest led to the reformation of the uniformed militia. In 1877, a new law officially renamed the militia the "National Guard of Missouri." The Guard mobilized for the Spanish-American War in 1898. Subsequent federal legislation—the National Defense Acts of 1903 and 1908—transformed the militia system. These acts standardized training, federalized funding, and shifted more control to the federal government, paving the way for the modern National Guard. In 1916, further reforms enhanced the Guard's professionalism and federal oversight.

During the 20th century, the Missouri National Guard played significant roles in overseas conflicts. In World War I, the Guard served with the 35th Infantry Division in France. During World War II, members fought in both Europe and the Pacific. The Guard reorganized after World War II and the Air National Guard was created in 1947. Missouri Guard units were mobilized for the Korean War, and Guardsmen served individually in Vietnam. Entire units participated in Operation Just Cause (Panama, 1989) and Operation Desert Storm (Iraq, 1991). In subsequent decades, Guardsmen deployed to Kosovo, Kuwait, Iraq, Afghanistan, Africa, and the Sinai Peninsula.

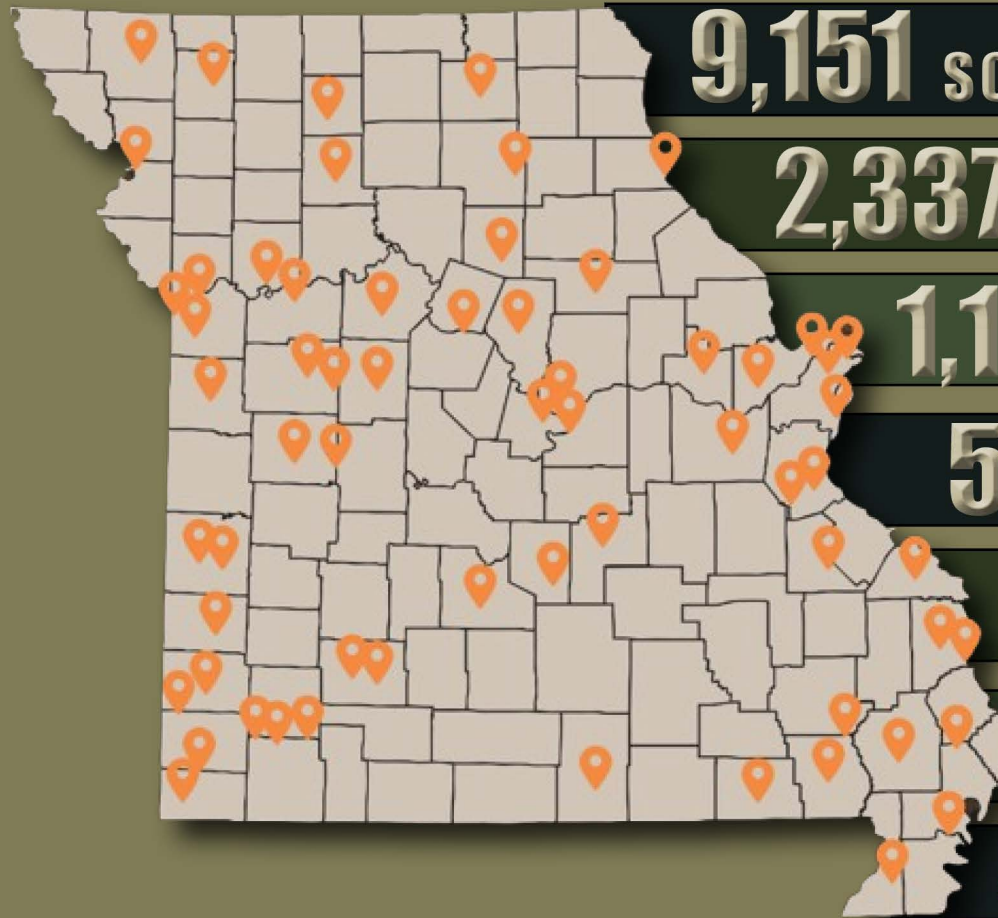
Domestically, the Missouri National Guard frequently responds to state emergencies, including weather disasters, hazardous material incidents, and support to civil authorities to ensure public order. Notable activations include the 1954 Missouri State Penitentiary riot, the 1968 Kansas City riots, and the Great Flood of 1993, during which 5,600 Guardsmen dedicated 500,000 work hours to sandbagging, purifying water, providing security, and delivering emergency aid. A significant activation followed the EF-5 tornado that devastated Joplin in 2011, with Guard members supporting recovery efforts for nearly 20 months. Most recently, over 3,000 Soldiers and Airmen served in Missouri's longest activation to date during the COVID-19 pandemic. These Guardsmen served their communities for more than 33 months, staffing call centers, immunization sites, food service delivery, and other essential life-saving operations.

With a rich legacy of service both at home and abroad, the Missouri National Guard remains steadfast in its commitment: Always Ready, Always There.

— With contributions by the State Historical Society of Missouri and the Museum of Missouri Military History



BY THE NUMBERS



9,151 SOLDIERS

2,337 AIRMEN

1,188 FEDERAL TECHNICIANS

513 STATE EMPLOYEES

84 FACILITIES

64 LOCATIONS

\$2,974,662 FEDERAL TUITION ASSISTANCE
\$2,559,808 STATE TUITION ASSISTANCE



GLOBAL IMPACT

The Missouri National Guard has made a significant global impact, reflecting a deep commitment to supporting diverse missions and fostering strong international relationships. With training and deployment locations spanning the U.S. and international destinations like France, Turkey, Iraq, and Japan, these forces demonstrate a focus on maintaining high readiness. Their involvement with allied nations, from NATO partners in Poland to collaborative efforts in the Middle East, highlights the importance of building strong, enduring partnerships. Through these interactions, the Missouri National Guard continually transforms, adapting to evolving global challenges and ensuring the development of skilled, resilient personnel who can respond to any situation, anywhere in the world.



ECONOMIC IMPACT

The Missouri National Guard is predominantly federally funded, and serves as a key economic driver for the state. It brings economic benefits to communities statewide through military and civilian pay, allowances, purchasing goods and services, and capital investments in infrastructure and facilities. These expenditures stimulate various sectors of the economy, circulating funds throughout Missouri.

CITY (COUNTY)		CITY (COUNTY)			
Albany (Gentry)	\$1,479,094.17	Macon (Macon)	\$5,010,173.73	Traditional Guard Pay	\$143,489,219
Anderson (McDonald)	\$972,269.03	Marshall (Saline)	\$3,849,447.88	Active Guard Pay	\$126,181,411
Arnold (Jefferson)	\$1,891,228	Maryville (Nodaway)	\$3,010,048.83	Civil Service Pay (Fed. Tech. + Fed./State pay)	\$101,216,012
Aurora (Lawrence)	\$183,245.9	Mexico (Audrain)	\$3,953,114.72	Mobilized Pay	\$64,398,786
Boonville (Cooper)	\$2,294,523.57	Moberly (Randolph)	\$3,540,283.99	State Pay	\$3,553,856
Bridgeton (St. Louis)	\$12,576,488.9	Monett (Barry)	\$986,511.99		
Camdenton (Camden)	\$594,358.58	Neosho (Newton) Camp Crowder	\$3,680,636.06		
Cape Girardeau (Cape Girardeau)	\$1,4567,012.28	Nevada (Vernon) Camp Clark	\$2,743,228.36	TOTAL GUARD RELATED PAY	\$438,839,284
Carthage (Jasper)	\$3,427,945.11	Ozark (Christian)	\$3,149,177.53		
Chillicothe (Livingston)	\$1,802,450.95	Perryville (Perry)	\$427,435.99		
Clinton (Henry)	\$3,226,464	Pierce City (Lawrence)	\$366,915.06	Supplies, Equip. Maint. Costs	\$83,705,340
Columbia (Boone)	\$4,094,304.6	Poplar Bluff (Butler)	\$5,543,020.76	Local Construction Projects (State and Federal)	\$15,374,435
Desoto (Jefferson)	\$1,663,152.83	Portageville (New Madrid)	\$3,871,066		
Dexter (Stoddard)	\$15,489,201.95	Raytown (Jackson)	\$48,078.65		
Farmington (St. Francois)	\$2,836,432.63	Richmond (Ray)	\$636,828.42		
Festus (Jefferson)	\$22,820,914.74	Rolla (Phelps)	\$3,699,491.83	TOTAL GUARD RELATED	\$99,079,775
Florissant (St. Louis)	\$695,754.19	Sedalia (Pettis)	\$3,103,249.72	OPERATIONAL EXPENDITURES	
Fredricktown (Madison)	\$2,254,423.44	Sikeston (Scott)	\$7,260,915.78		
Ft. Leonard Wood (Pulaski) Army	\$13,639,344.66	Springfield (Greene) AVCRAD	\$20,300,542.45		
Fulton (Callaway)	\$2,847,628.23	Springfield (Greene)	\$587,894.36		
Hannibal (Marion)	\$1,338,641.42	St. Ann (St. Louis)	\$21,356,180	TOTAL COMBINED GUARD	\$537,919,059
Harrisonville (Cass)	\$19,152,359.58	St. Clair (Franklin)	\$322,820.46		
Independence (Jackson)	\$2,510,678.69	St. Joseph (Buchanan) Air	\$121,657,697.3		
Jackson (Cape Girardeau)	\$2,120,654.79	St. Joseph (Buchanan) Army	\$44,475.93		
Jefferson Barracks (St. Louis) Air	\$20,035,446	St. Louis (St. Louis) Air	\$50,884		
Jefferson Barracks (St. Louis) Army	\$8,884,848.98	St. Louis (St. Louis) Army	\$38,354.66		
Jefferson City (Callaway)	\$15,484,619.39	St. Peters (St. Charles)	\$6,205,011.88		
Jefferson City (Cole)	\$45,957,891.43	Trenton (Grundy)	\$545,077.72		
Joplin (Jasper)	\$5,002,436.44	Wappapello (Wayne)	\$2,778,490.67		
Kansas City (Jackson)	\$19,036,497.88	Warrensburg (Johnson)	\$493,654.57		
Kansas City (Clay)	\$565,545.46	Warrenton (Warren)	\$1,752,207.18		
Kennett (Dunklin)	\$2,372,593.4	West Plains (Howell)	\$2,840,584		
Kingshighway (St. Louis)	\$427,198.7	Whiteman AFB (Johnson) Air	\$45,544,363		
Lamar (Barton)	\$2,094,134.66	Whiteman AFB (Johnson) Army	\$499,399.18		
Lebanon (Laclede)	\$1,351,803.66				
Lexington (Lafayette)	\$2,330,208.04	TOTAL	\$537,919,059		

x income multiplier 1.8

TOTAL ECONOMIC IMPACT
\$968,254,306

LEGISLATIVE PRIORITIES

Every year, the Missouri National Guard shapes its legislative priorities by gathering input and insights directly from our service members. We then take those voices to lawmakers, fighting to secure the resources, equipment, and benefits that are vital to our troops and their families.

Building 25 Jefferson City Barracks, St. Louis, MO. Requesting \$15,186,000 for the complete renovation of Building 25 at Jefferson Barracks, the oldest continually operating U.S. military installation west of the Mississippi River, which will celebrate its 200th anniversary in 2026. The 130-year-old building will undergo extensive upgrades, including a new seismic loading support system, HVAC, flooring, office space, bathrooms, vault, exterior, roof, fire protection, elevator, porch repairs, and the restoration of historic finishes. This renovation will provide the Missouri National Guard with a modernized Readiness Center to support its mission and ensure the facility remains operational for years to come.

139th Airlift Wing AW Rosecrans ANGB, Saint Joseph MO. Continued investment in facilities and infrastructure to make Rosecrans the premier installation for the 139th Airlift Wing and C-130 J model aircraft. The entire Wing operation will relocate north of current base upon completion of the new footprint which includes 17 new buildings. Five new buildings are already complete on the north development with one under construction. Additional investment in simulators and training related facilities insures crews from around the world, to include our coalition military.

Aviation Classification and Repair Activity Depot (AVCRAD), Springfield, MO. Continued investment in the AVCRAD as one of only four Army National Guard rotary-wing aviation depot repair facilities. The AVCRAD directly supports 14 states, 31 aviation support facilities, and 364 aircraft. It employs 299 personnel and operates on a 109-acre campus at the Springfield-Branson International Airport.

157th / 257th Air Operations Group facility, Jefferson Barracks Air National Guard Station (ANGS) Saint Louis MO. Construction of a new facility at Jefferson Barracks where the 157th is supporting Air Force requirements for the units working two distinct command/ control mission sets (157th supports Pacific Air Force, 257th Combat Operations Flight supports Air Force Global Strike Command). Current scope of the project is a 23,500 sq ft facility that will replace three older facilities.



COMMAND PRIORITIES

PEOPLE

PARTNERSHIPS

TRANSFORMATION

READINESS

VISION: The Missouri National Guard is a National Leader in Readiness that transforms rapidly to best serve our State, our Nation, our Partners, and our People.

MISSION: The Missouri National Guard organizes, trains, and equips a community based, service-oriented operational force of ready Airmen and Soldiers as a cohesive organization to defend and serve the people of Missouri and the United States of America.

CULTURAL IMPERATIVE:
We Train, Fight, and Win
While Taking Care of Each
Other as One Team.

PEOPLE

The men and women of the Missouri National Guard are our most valuable asset and the core of everything we do. While operational priorities may ebb and flow in precedence, our commitment to the well-being and development of our Airmen and Soldiers remains unwavering. Our people are always a central priority, and their importance should guide all our actions.

We demonstrate our dedication to putting people first through a wide array of opportunities that enhance the quality of life for our service members and their families. This includes providing services that support their education, career growth, personal development, and leadership training. We are committed to continuously innovating and expanding programs that welcome, serve, inform, and develop our people, empowering them to succeed and reach their full potential.

For more information on the programs and opportunities we offer, please visit our website at www.moguard.ngb.mil



JOINT RESILIENCY DIRECTORATE

Service members must remain ready and resilient to answer the call for state and federal emergencies as well as deployments, and the Missouri National Guard (MONG) is committed to Joint Resiliency programs as a cornerstone to the foundation of a strong and resilient force. In 2024, the MONG realigned the Family and Warrior Support (FWS) Division into a Joint Resiliency Directorate (JRD) to enhance support for our Soldiers, Airmen, Retirees, and their Families.

The mission of the Joint Resiliency Directorate (JRD) is to lead and resource MONG Joint Resiliency programs to support Service Members, Veterans, and their Families, enhancing a holistic readiness approach. The JRD vision is to reshape the team to be more joint in structure, serving both the Army and Air. Research, maximize, and exploit opportunities to combine efforts between the Army and Air within Joint Resiliency programs to provide Commanders with ready and capable Soldiers and Airmen to complete their missions.

Programs that make up the Joint Resiliency Directorate (JRD):

Survivor Outreach Services (SOS): Provides eligible survivors with social and emotional

support, primarily through referral to service providers and non-federal agencies. Ensuring a seamless transition from the Casualty Assistance Officer to long-term care.

Yellow Ribbon Reintegration Program (YRRP): Provides deploying SMs and their family members with information, referrals, and proactive outreach opportunities to foster healthy life skills development throughout the deployment cycle and reintegration process.

Family Programs: Promotes NG family resilience through fostering Soldier and Family Readiness Group support, Key Spouse, Family Assistance Centers, and Volunteer training.

Child and Youth Program (CYP): Offers outcome-based activities and training designed to foster positive youth development and support the unique strengths and challenges of NG Children.

Retirement Services Office (RSO): Provides NG Soldiers with assistance as they transition through phases of retirement. Ensuring SMs, retirees, veterans, and their families have the knowledge and ability to access the benefits they have earned.

Transition Assistance Advisor (TAA): Serves as the statewide point of contact to assist SMs and

Veterans in accessing the Department of Veterans Affairs Health Care services and benefits.

Integrated Primary Prevention Workforce (IPPW): Works to increase the readiness of the MONG by developing strategies and implementing research-informed primary prevention activities.

Risk Reduction, Resilience, and Suicide Prevention (R3SP): Provides Substance Use Prevention Training, Unit Prevention Leader Training, Drug Testing Management, Suicide Prevention Training, Master Resiliency Training, and Unit Risk Inventory Execution.

Defense Enrollment Eligibility Reporting System (DEERS): Provides Common Access Cards (CAC) for Service Members, Contractors, and State Employees, as well as Uniformed Service IDs (USID) that are available for all Veterans, Military Retirees, Spouses, and dependents of SMs.

Holistic Health and Fitness (H2F): Empowers and equips Soldiers to take charge of their health, fitness, and well-being to optimize their performance while preventing injury or disease.



SOLDIERS AND AIRMEN OF THE YEAR

Each year, the Best Soldier and Outstanding Airman of the Year are selected to honor Missouri's top Guard members. These individuals demonstrate excellence in leadership, proficiency, and professionalism, inspiring others to strive for continuous personal and professional growth. The winners will represent Missouri at the regional and possibly national level.

NCO OF THE YEAR



Sgt. Trace Thompson
110th MEB

AIRMEN OF THE YEAR



Airman 1st Class Abigail McKinnon
131st BW

NCO OF THE YEAR



Tech. Sgt. Jacob Ellison
131st BW

SOLDIER OF THE YEAR



Sgt. David LoyolaGarcia
35th MP

FIRST SERGEANT OF THE YEAR



Master Sgt. Jacob Noel
131st BW

SENIOR NCO OF THE YEAR



Master Sgt. Michael Pate
JFHQ

The Missouri National Guard recently held the 2024 TAG Match, where top individual winners included Staff Sgt. Nathan Cambell, who took first in the Novice Special Zero, and Sgt. 1st Class Erik Steen, who won in the Open category. In the rifle events, Sgt. Hunter Gammon claimed first place in the Novice Rifle Excellence in Competition, while Tech. Sgt. Jacob Fjellman won in the Open category. Spc. Jared Buckley earned first place in the Novice Pistol Anti-Body Armor event, while Tech. Sgt. Brandon Keeton took first in the Open category. The 1107th Team One triumphed in both the rifle and pistol team championships, as well as securing the overall Combined Arms Team title. Additionally, the Missouri Marksmanship team competed at the Marksmanship Advisory Council Region Five Match Championship at Camp Robinson in Arkansas. Sgt. Wyatt Griffith emerged as the overall individual champion and took first place in the Open Pistol category, while Sgt. Jared Buchele won first place in the Novice Pistol event. MONG Team-A secured first place in the pistol team competition and second place in the rifle team event. MONG Team-B earned third place in the pistol team competition, highlighting Missouri's strong performance in both individual and team events.

The Missouri National Guard held a five-day Best Squad Competition, where six NCOs and 10 enlisted Soldiers showcased their technical and tactical skills in both individual and squad-based challenges. This year's event emphasized teamwork and discipline, with the top performers advancing to the Region V competition in May at Camp Ashland, Nebraska. Spc. Trace Thompson was named the Soldier of the Year, while Sgt. David LoyolaGarcia earned the NCO of the Year title. The first-placesquad, representing the 110th Maneuver Enhancement Brigade, included Staff Sgt. Bradley Komar, Sgt. Casey Sunby, Spc. Jacob Manney, Spc. Trace Thompson, and Spc. Christian Rhodes. Additionally, Spc. Trace Thompson, Co. A, 1-138th Infantry Regiment, placed third at the Army National Guard Best Warrior competition and was selected to represent the Army Guard Squad at the Department of the Army Best Squad Competition.



THE ADJUTANT GENERAL'S MATCH

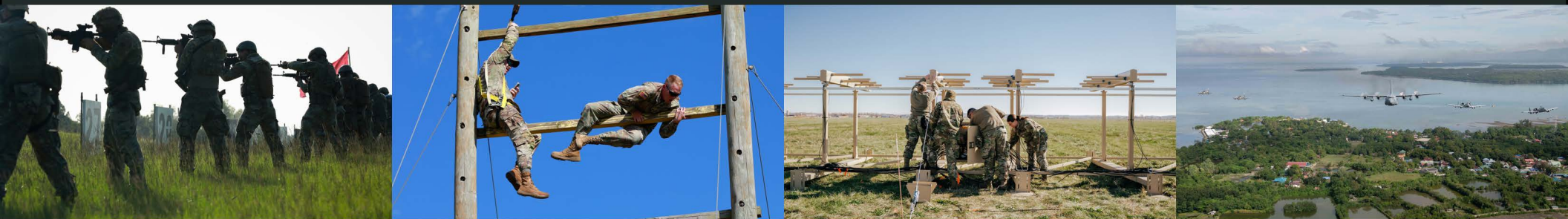


BEST WARRIOR COMPETITION

READINESS

The Missouri National Guard is a well-trained and disciplined operational force, ready to deploy, fight, and win in support of both national and state interests. Our force must remain Always Ready to support global missions and Always There to protect our communities. Commanders enforce this priority in alignment with the Campaign Plan and the MONG Joint Command Readiness Guidance (JCRG). This commitment is sustained through excellence in personnel, operations, and logistics.

The Missouri National Guard has supported numerous domestic and international missions, participating in multinational exercises in Colombia, Djibouti, Germany, Iraq, Jordan, Kuwait, Poland, Qatar, Saudi Arabia, the Southwest Border, and Syria.



HOMELAND RESPONSE FORCE - EXEVAL

The Missouri National Guard's Homeland Response Force (HRF) demonstrated exceptional readiness during its recent certification from July 15-21, 2024, with a comprehensive Exercise Evaluation (EXEVAL) at Kansas National Guard facilities in Salina, Kansas. The exercise involved 557 personnel from nine Army and Air National Guard units, testing their ability to respond to Chemical, Biological, Radiological, Nuclear, and high-yield Explosive (CBRNE) emergencies.

The HRF's mission includes managing crises such as chemical attacks and radiological disasters, with specialized units for command and control, search and extraction, decontamination, medical triage, and more. The EXEVAL, conducted every three years, is a critical assessment of the HRF's capabilities to integrate with local and state emergency operations.

Lt. Col. Joshua Krug, exercise director for the Army Interagency Training Education Center (AITEC), praised the HRF for its performance, particularly noting the rare "T" rating given to their Ropes team—signifying full proficiency in a typically difficult area.

The training featured realistic simulations of CBRNE incidents, including search and rescue, decontamination, and mass casualty management. It also included "injects"—unpredictable crisis scenarios designed to test the HRF's adaptability under pressure. These scenarios included communication failures, social media crises, civil unrest, and casualty management, requiring personnel to respond swiftly and make critical decisions.

Col. Scot Ratcliff, commander of the 70th Troop Command overseeing the HRF, emphasized the importance of handling complex situations and synthesizing information rapidly in high-stress environments. The HRF's ability to maintain operational effectiveness in these scenarios is a testament to its readiness.

The HRF's performance during the EXEVAL resulted in a perfect "T" rating in all categories, confirming their preparedness for any emergency. Their success highlights the force's professionalism and commitment to safeguarding public safety, reinforcing the National Guard's role in domestic emergency response.

The HRF's dedication to continuous training and operational excellence ensures it remains prepared for any crisis, embodying the 70th Troop Command's motto, "No Fear."



PARTNERSHIPS

The Missouri National Guard deeply values teamwork. We must continue to collaborate with our joint, interagency, and community partners to innovate cohesive operational response plans that ensure our force is prepared to react quickly and effectively to emergencies. We also strive to strengthen our international partnerships through agreements that promote mutual benefit, enhance interoperability, facilitate information sharing, and broaden our influence.

Protecting the nation and its citizens requires cooperation at every level. Our interagency partners include the state highway patrol, federal and state emergency management agencies, and other emergency responders throughout Missouri and the United States.

Through strategic partnerships, we strive to strengthen the connections between military forces, civilian organizations, and international allies. Together, we create a robust network that not only protects our communities but also fosters global cooperation for a safer, more secure world.



PANAMAX 2024, a multinational command post exercise sponsored by U.S. Southern Command, officially began Aug. 5 and ran through Aug. 14, with more than 1,500 U.S. military personnel and 500 participants from 18 partner nations. The exercise, designed to enhance security in the Panama Canal and the Western Hemisphere, involved joint operations across air, land, maritime, space, cyber and information domains, focused on collaboration and interoperability. U.S. Army South commander Maj. Gen. Phil Ryan emphasized the exercise's importance in building lasting partnerships and improving the ability of multinational forces to respond as a unified team to complex regional challenges.

URBAN EARTHQUAKE RESPONSE WITH TASK FORCE 46

The Missouri National Guard partnered with the City of St. Louis Emergency Management Agency and several local agencies for disaster response training July 15-17. The multi-day exercise, facilitated by Task Force 46 (Michigan National Guard) in cooperation with the Missouri National Guard, allowed local and military emergency responders to coordinate, deploy and mitigate dangerous scenarios in the aftermath of a catastrophic disaster. The drills included reconnaissance, urban search and rescue, mass casualty decontamination, and structural and infrastructure damage assessment near Busch Stadium and along the Missouri River, from Grafton to St. Charles.

The exercise scenario involved a simulated 8.4 magnitude earthquake along the New Madrid Seismic Fault, with responders addressing structural damage, civilian casualties, and chemical contamination during a baseball game at Busch Stadium. Participants also conducted multi-role bridge river crossings due to damaged bridges. Approximately 500 individuals, including local emergency responders, military personnel, hospitals and volunteers, used military helicopters and vehicles to simulate real-world conditions.

Coordinated by the St. Louis Area Regional Response System (STARRS), the exercise improved collaboration among local, state and military responders, strengthening the region's disaster preparedness and response capabilities. This was the first time St. Louis has hosted these large-scale, multi-domain drills, designed to enhance the ability to respond to natural disasters, terrorism and other large-scale emergencies.



TRANSFORMATION

The MONG embraces change. We look to the future, shaping, modernizing, and innovating new systems, processes, and techniques to deliver at the speed of relevance. By operating as a joint force headquarters and aligning with joint warfighting concepts, doctrines, and leadership development, we position ourselves for continuous transformation. Our long-term goals are focused on shaping the MONG of 2030, modernizing our civil support capabilities, and cultivating a culture of innovation that welcomes positive change.

We must always push forward, continually advancing and enhancing our capabilities through innovation. By investing intelligently in the future of technology and innovation, we increase the efficiency and effectiveness of our force in complex operating environments.



ONE TEAM

The Missouri National Guard has fully integrated its Army and Air components into a joint command structure, blending resources, personnel, and command staff to improve operational efficiency and readiness. This integration allows the Guard to streamline operations, enhance coordination, and respond more effectively to both domestic and international emergencies. By aligning the Army and Air components under a unified command, the Guard can leverage the strengths of each branch while ensuring a cohesive, versatile force capable of handling diverse missions.

Blending command staff and resources ensures that both components are better equipped to support each other in various scenarios. Joint training exercises, shared technology, and cross-training between Army and Air Guard personnel foster a deeper understanding of each branch's capabilities. This collaborative approach enhances the Guard's ability to rapidly mobilize for disaster response, homeland defense, or deployment abroad, ensuring that both the Army and Air Guard can operate seamlessly together.

The shift toward a more integrated National Guard reflects broader trends in military modernization, emphasizing flexibility and adaptability in a rapidly changing global landscape. The Missouri National Guard's move to blend its Army and Air forces strengthens its role in supporting local communities during crises and in conducting joint operations around the globe. As a result, the Missouri National Guard is a more resilient and agile force, ready to meet the challenges of the 21st century.



The Missouri Air National Guard Recruiting and Retention team ensures the state's Air National Guard units reach 100% end strength by balancing the needs of the Guard with applicants' desires, directly impacting retention rates.

In fiscal year 2024, the team accessed 221 new members, surpassing last year's total by over 30%.

This year's recruiting efforts focused on telling "the Guard story" and attracting top talent. Through joint events, university partnerships, and national advertising contracts, the Air Guard expanded its outreach. Key initiatives included increased involvement in Wing Career Fairs, Educator Flights, and events such as NASCAR, NFL, MMA, PBR, and SEC college sports. Notably, the St. Louis Cardinals MLB contract facilitated Air Guard participation throughout the season, culminating in a ceremonial first pitch thrown by Brig. Gen. Patrick Lanaghan, Assistant Adjutant General - Air.

Recruiters received extensive training, including the Basic Recruiter Course and specialized courses. Missouri also partnered with the Tennessee Air National Guard for a multi-state training opportunity. This ongoing focus on training ensures our recruiters remain among the most prepared in the nation.



AIR RECRUITING



ARMY RECRUITING



The Missouri Army National Guard Recruiting and Retention Battalion drives growth across the state by recruiting high-quality Soldiers, preparing recruits for Initial Active Duty Training (IADT), and retaining Soldiers in critical disciplines. The battalion's primary mission is to meet annual end-strength goals and support the organization's production efforts.

The Recruiting Battalion reorganized into two task forces on the east and west sides of the state to improve leadership interaction with local recruiters. This change, along with other incentives, led to a 40% increase in enlisted production between fiscal year 2023 and fiscal year 2024. Missouri's experienced recruiters lead service efforts in their communities and offer extensive incentives knowledge. They continue to find innovative ways to share a message of hope and purpose, building the force of tomorrow with the talent of today.

Officer Strength Management (OSM) has increased officer and warrant officer strength over the past three years. It reorganized in fiscal year 2024 to create four regional positions managing Show-Me Guard Officer Leadership Development (GOLD) Programs at Missouri Southern State University, Southeast Missouri State University, Northwest Missouri State University, William Woods University, and College of the Ozarks. OSM fosters strong relationships with ROTC programs to attract cadets to Missouri's branch opportunities. The Recruit Sustainment Program (RSP) prepares new Soldiers for basic and advanced individual training. Located statewide, the program teaches basic soldier skills during monthly drills, improving retention and ensuring Missouri's Soldiers are among the most prepared in the nation. RSP is responsible for preparing, shipping, and returning Soldiers after IADT. From fiscal year 2023 to 2024, Missouri's RSP exceeded the National Guard Bureau's goals, demonstrating its effectiveness.



AIR MOBILITY COMMAND

139TH AIRLIFT WING

This year, the wing demonstrated mission readiness through successful operations. In February, we conducted our first maximum endurance operation, testing the C-130H Hercules. The mission involved multiple aircrews and maintenance Airmen, with one aircraft accumulating 41.5 flight hours and engines running for 45 hours. The aircraft returned to Rosecrans three times for refueling and crew swaps, proving our capability for long-endurance operations in the Pacific theater. In March, 67 inspectors from

Air Mobility Command (AMC) conducted a Unit Evaluation Inspection (UEI) and awarded the wing an "Effective" grade after a detailed analysis. This confirmed our ability to execute the mission successfully. In July, we completed a second maximum endurance operation, this time testing Airmen's endurance. Two aircrews and a maintainer completed a 27-hour cross-country mission with three fuel stops. The mission proved our Airmen's ability to meet the challenges of long-duration operations. During the summer, Airmen from all four groups, along with several C-130

aircraft from the 139th Airlift Wing, deployed to support overseas operations. This marked the wing's first deployment under the Air Force's new Force Generation model. A key highlight was using a C-5 Super Galaxy to transport cargo and personnel from St. Joseph. After the deployment, the wing hosted the 2024 Sound of Speed Air Show and Open House, with an estimated 35,000 to 40,000 guests, including Gov. Michael Parson. The event, featuring the U.S. Air Force Thunderbirds, was a successful community engagement campaign.



COMMANDER

Col. John Cluck

SENIOR ENLISTED LEADER

Chief Master Sgt. Thomas Triplett

MISSION

First in Global Response, Tactical Airlift, and
Homeland Support



131ST BOMB WING

The 131st Bomb Wing, led by Col. Jared Kennish and Chief Master Sgt. Jason Henke, is a total force partner in the B-2 Spirit mission at Whiteman Air Force Base and provides air operations command and control for U.S. Indo-Pacific Command from Jefferson Barracks Air National Guard Station in St. Louis. The wing ensures readiness for national defense and civil support across Missouri and the homeland.

In 2024, the 131st led a Bomber Task Force mission to RAAF Amberly, Australia, strengthening U.S. partnerships in the Indo-Pacific. The B-2 mission logged 340+ flight hours and 37 sorties with U.S. and partner aircraft, including Japan Air Self-Defense Force planes for the first time. The wing conducted hot-pit refueling

in Guam and Diego Garcia and trained with Australian forces, supporting global strike and strategic deterrence missions. The 131st Maintenance Group supported Spirit Vigilance 2024, a nuclear generation exercise that demonstrated the ability to execute the B-2 mission on short notice, culminating in a historic 12-ship B-2 elephant walk.

The 239th Combat Communications Squadron conducted the Pacific Reign 2024 mock deployment exercise, establishing a communications network within 48 hours in a contested environment, preparing Airmen for future deployments.

The 131st Mission Support Group (MSG) maintains Jefferson Barracks, a 198-year-old military installation, while improving

fiber optic infrastructure and ensuring interoperability for joint operations. MSG also advanced planning for a \$21 million Air Operations Group facility and completed \$3.2 million in improvements to infrastructure and sustainability.

The 131st Civil Engineering Squadron deployed Airmen to Yokota Air Base, Japan, to improve a C-130J ramp, resurfacing 500+ square feet of flightline while gaining valuable training experience.

The 157th Air Operations Group supported eight major exercises across four countries, leading a live-fly exercise with key Air Force commands, demonstrating its ability to provide seamless operational support for joint operations worldwide.



COMMANDER

Col. Jared Kennish

SENIOR ENLISTED LEADER

Chief Master Sgt. Jason Henke

MISSION

The 131st Bomb Wing ensures relevant full-spectrum readiness to execute national defense today and is always ready to provide civil support across Missouri and the Homeland.

110TH MANEUVER ENHANCEMENT BRIGADE



The 110th Maneuver Enhancement Brigade (MEB) consists of a Headquarters and Headquarters Support Company, the 1-138th Infantry Regiment, the 3-138th Infantry Regiment, the 1-129th Field Artillery Regiment, and the 135th Signal Company. During recent training, the Brigade executed three key events. As the XVIII Corps' MEB for Warfighter Exercise 24-5, the staff refined their skills as a response cell in a Pacific scenario. At the same time, the unit conducted company Annual Training in Missouri, focusing on command post setup, weapons qualification, ACFT, driver training, and retention events. Additionally, the Brigade deployed to Panama for PANAMAX-A, where they engaged in bilateral training with Panamanian forces, enhancing interoperability and refining operational plans. The 1-138th Infantry Regiment focused on MOS skills during Annual Training at Wappapello Training Site and completed live-fire exercises

at Fort Campbell, Kentucky. Deployed Soldiers supported missions in the European and Central Commands. Sergeant Trace Thompson of A Company was named Soldier of the Year for his exceptional performance, representing the National Guard in the All Army's Best Squad Competition after winning both State and Regional competitions.

The 3-138th Infantry Regiment prioritized squad-level training at Fort Riley, Kansas, in June 2024. Soldiers qualified on various weapon systems, including the M18A1 Claymore Mine and M320 Grenade Launcher. The battalion also supported Operation Lone Star along the Texas border. Task Force Tiger, a group of over 50 Soldiers, deployed from March 11 to May 7, 2025, in coordination with the Texas National Guard, Texas Military Department, and Border Patrol. Task Force Tiger contributed to border security, leading to over 1,195 surrenders and 197 apprehensions of illegal immigrants.

The 1-129th Field Artillery conducted Operation Kansas Thunder at Fort Riley, Kansas, from Aug. 8-22, 2024. In partnership with the 130th Field Artillery Brigade and 1st Infantry Division Artillery, the battalion completed critical artillery operations, including Tables VII-XV, and supported the 1st ID's Wet Gap Crossing. The battalion expended over 1,000 rounds and demonstrated its ability to maintain communications over extended distances and conduct complex nighttime operations. A successful Battalion Immediate Smoke and Immediate Suppression mission showcased the battalion's proficiency in providing decisive fire support in a complex operational environment.



COMMANDER

Col. William Irby

SENIOR ENLISTED LEADER

Command Sgt. Maj. Lawrence Welty

MISSION

The 110th MEB is a mission tailored force that conducts support area operations, maneuver support operations, and support to consequence management and stability operations in order to assure the mobility, protection and freedom of action of the support force.

35TH ENGINEER BRIGADE



The 1140th Engineer Battalion deployed three units during FY24. In October 2023, the 220th Engineer Company supported the Southwest Border mission in Texas. In May 2024, the 1140th Headquarters and Headquarters Company (HHC) and Forward Support Company (FSC) deployed to Kuwait for Operation Spartan Shield. The 1138th Engineer Company and 220th En Co Rear Detachment conducted Annual Training (AT) at Fort Leonard Wood in June, focusing on breaching and emplacing obstacles, heavy equipment operation, demolitions, and weapons qualification.

The 1438th Engineer Company supported the 35th Engineer Brigade during Quarterly Sustainment Training 4, constructing a 7-float ribbon raft to cross the Mississippi River in Grafton, IL/St. Louis, MO. The

203rd Engineer Battalion also welcomed back the 294th Engineer Support Company and the 1135th Engineer Route Clearance Company from overseas mobilizations.

During AT from June 1-15, 2024, HHC and FSC completed land navigation, NVG training, communications, demolition, and base defense exercises. The 276th Vertical Engineer Company (EVCC) conducted training on troop construction projects, including motorpool grading, culvert installation, and obstacle course repairs. The 335th Engineer Platoon performed cyclic inventories, mine clearance, flail operations, and a 48-hour field training exercise. The 1141st Engineer Company completed drivers training, mine clearance, wire breaching, reconnaissance, demolitions, and participated in the annual Sapper Stakes competition.

HHC, 35th Engineer Brigade continued its second year of the Command and Control, Chemical, Biological, Radiological, and Nuclear Response Element-B (C2CRE-B) mission. HHC must be ready to deploy anywhere in the U.S. within 96 hours. Upon deployment, HHC becomes "Task Force Ops" for C2CRE-B, coordinating movements and activities for units, including the 164th Engineer Battalion (North Dakota), 140th Chemical Company (California), 442nd MAC (Texas), and 206th MCAS (Missouri).



COMMANDER

Col. Michael Seek

SENIOR ENLISTED LEADER

Command Sgt. Maj. Richard Parks

MISSION

35th Engineer Brigade plans, integrates and directs the execution of general engineering, counter mobility, survivability and mobility missions conducted by engineer battalions not organic to maneuver units and augments engineer units organic to corps and division.



**70TH
TROOP
COMMAND**

The 70th Troop Command maintained a high OPTEMPO, supporting events, training, and missions nationwide. The 7th Weapons of Mass Destruction-Civil Support Team remained active, supporting missions locally and globally, including the Super Bowl LVII Parade (1 million spectators) and the PGA Ascension Charity Classic (15,000 attendees daily).

Training Center Command supported 156,953 training days, involving 1,758,765 personnel and tracked the use of 1,317,199 rounds of ammunition. The 179th Cyber Protection Team completed USCYBERCOM training and certifications, including two weeks of joint training with units from Nebraska and Arkansas. The 70th Mobile Public Affairs Detachment

supported Soldier training and mobilization for Operation Spartan Shield.

The 135th Army Band performed at 35 events across Missouri.

The 835th Combat Sustainment Support Battalion and the 3175th Chemical Company conducted a Homeland Response Force (HRF) External Evaluation (EXEVAL) in Salina, Kansas.

The 735th Quartermaster Company completed certifications in extraction, hazmat awareness, and operation, and conducted search and extraction training during the EXEVAL. The 229th Multifunctional Medical Battalion focused on MDMP training and supported sister units in CRF and C2CRE missions.

The 206th Medical Company Area Support gained C2 of the CBRN Response Enterprise, participating in three sustainment training exercises and supporting Guardian Response 24 and Vibrant Response 24. The 205th Medical Company Ground Ambulance maintained readiness through multiple training events, including Northern Strike 23, and will focus on individual training, equipment maintenance, and Soldier retention in TY25.



COMMANDER
Col. Scot Ratcliff

SENIOR ENLISTED LEADER
Command Sgt. Maj. Shannon Wilde

MISSION

Command, control, and supervise Army National Guard units attached to the Troop Command to ensure they are trained, equipped, and ready for immediate expansion to war strength, available for service during war, national emergencies, or to augment the Active Component. Prepare for mobilization in support of Reserve Component plans and oversee assigned Missouri National Guard units in support of civil authorities for the protection of life, property, and public safety under State orders.

1107TH AVIATION GROUP



In December 2023, the 1107th Aviation Group (AVN GRP) successfully deployed in support of U.S. Army Central (USARCENT) within the USCENTCOM Area of Responsibility. The unit established a theater-level Aviation Life Support Equipment (ALSE) program, conducted seaport feasibility surveys, and integrated with aviation units in Egypt, improving Task Force Sinai's aviation readiness by 70%. It also oversaw contracted aviation maintenance, enhancing operations across Kuwait, Iraq, Jordan, Egypt, and Saudi Arabia, paving the way for future USARCENT logistical success.

In August 2024, the 1107th AVN GRP

underwent an Aviation Resource Management Survey (ARMS), receiving an impressive 97% overall rating for operations, training, safety, maintenance, and supply.

During peacetime, the group supports theater aviation maintenance and expeditionary deployment, maintaining relationships with Army National Guard aviation units in 14 states through the Missouri Aviation Classification and Repair Activity Depot (MO-AVCRAD), providing reliable, cost-effective services.

Alpha Company, responsible for maintaining all Army helicopter models, conducted 10 out-of-state training rotations in fiscal year 2024,

sending 54 Soldiers to enhance their skills, continuing a strong partnership with MO-AVCRAD.

The group also saw notable administrative success in fiscal year 2024, with seven officers and warrant officers promoted, alongside 120 Soldiers. It earned numerous awards, including 12 Meritorious Service Medals, 54 Army Commendation Medals, and 32 Army Achievement Medals. Additionally, the 1107th participated in two rotations supporting Panama's aviation maintenance and corrosion prevention, strengthening Missouri's state-level partnership with Panama.



COMMANDER

Col. Timothy Hodges

SENIOR ENLISTED LEADER

Command Sgt. Maj. David Cox

MISSION

To provide to a theater of operations fixed base, dedicated theater aviation sustainment/depot capability support to the combatant commander.

35TH INFANTRY DIVISION

HEADQUARTERS AND HEADQUARTERS BATTALION



The 35th Infantry Division focused on enhancing readiness for multi-domain operations under the new division alignment structure, supporting the National Defense Strategy. This realignment strengthens the Army's transformation as it shifts from counterinsurgency to large-scale combat operations.

This year, 35th ID Soldiers participated in three key annual training events: the 230th Sustainment Brigade's command post exercise in Chattanooga, Tennessee; Diamond Saber, a U.S. Army Reserve-led exercise at Fort Dix, New Jersey, which trains finance and comptroller Soldiers; and a combined Command Post

Exercise with the 1st Infantry Division at Fort Riley, Kansas. The latter was the 35th ID's first such event, incorporating two division headquarters and multiple partner organizations, including the Army National Guard's Mission Command Training Support Program and 1st Army. The 35th Infantry Command team visited France in August in honor of the 80th anniversary of the liberation of Orleans, a battle in which the 35th Infantry Division was instrumental. The command team's visit marked the first time a commanding general of the 35th Infantry Division has visited Orleans since World War II. In September, the division hosted the second annual Division Readiness

Symposium in Leavenworth, Kansas, with aligned brigades from Arkansas, Oklahoma, Texas, Tennessee, and Missouri in attendance. The symposium facilitated communication and collaboration to ensure operational readiness for large-scale combat and multi-domain operations. Keynote speakers included Lt. Gen. Beagle, commanding general of the Combined Arms Center, and Maj. Gen. Baldwin, acting director of the Army National Guard, who outlined the Army of 2040 vision. The event also featured remarks from Maj. Gen. John Rueger, 35th ID commander, on the division's achievements in fiscal year 2024.



COMMANDER

Lt. Col. Bill Hardwick

SENIOR ENLISTED LEADER

Command Sgt. Maj. Justin Rollins

MISSION

The Battalion Headquarters provides command and control of subordinate companies and provides operational and administrative life support to the Division HQ.

A close-up, high-angle shot of a soldier in camouflage gear crawling on the ground. The soldier is looking down with a focused, intense expression. The ground is dark and rocky. The text "140TH REGIONAL TRAINING INSTITUTE" is overlaid in a bold, metallic font across the middle of the image.

140TH REGIONAL TRAINING INSTITUTE

The 140th Regiment Regional Training Institute (RTI) provides leadership, military occupational specialty (MOS) and additional skill identifier (ASI) training for Army National Guard (ARNG), U.S. Army Reserve (USAR) and Active Component (AC) Soldiers. Courses include 12N10 Horizontal Construction Engineer, 31B10 Basic Military Police Course, Officer Candidate School (OCS), Warrant Officer Candidate School (WOCS), Common Faculty Development Instructor Course (CFD-IC), Company Commander First Sergeant Pre-Command Course (CCFSPCC), GT Enhancement, H8 Wheeled Recovery Course, 91B Advanced Leader Course, 91/94 Senior Leaders Course, 91B Wheeled Vehicle Mechanic Course and 91D Tactical Power Generation Course. On order, regimental units provide pre-mobilization training, instruct functional courses and support civil authorities. In fiscal year 2024, the 140th RTI graduated

more than 700 students in leadership, MOSQ and functional training, producing MOSQ-qualified engineers, military police, mechanics and ordnance personnel. The institute also graduated Soldiers from leadership programs such as OCS, WOCS, ALC and SLC, with all courses taught to TRADOC accreditation standards. Headquartered at Fort Leonard Wood, Mo., the 140th RTI is composed of three battalions.

The mission of 1/140th BN is to provide entry- and intermediate-level training for heavy construction equipment operators in the engineer community, focusing on mobility, counter-mobility and survivability tasks. In FY24, the battalion conducted eight heavy equipment operator classes, qualifying 51 Soldiers as MOS 12N10 Horizontal Construction Engineers.

The mission of 2/140th BN is to train future leaders through courses such as OCS, WOCS,

Basic Military Police Course (BMPC) and other general studies. In FY24, the battalion executed four CFD-IC courses, producing 37 new Army instructors, and conducted two CCFSPCC classes, training 51 Soldiers. It also graduated 50 Soldiers from two MP Reclassification Courses, as well as eight WOCS and 22 OCS graduates. The mission of 5/140th BN is to provide ordnance professionals with training in Wheeled Vehicle Mechanic (91B) and Power Generation Specialist (91D) skills at MOSQ, ALC and SLC levels, in addition to offering the ASI H8 Wheeled Vehicle Recovery course. In FY24, the battalion conducted 34 leadership development classes, qualifying 351 Soldiers, and trained and graduated 126 Soldiers in Wheeled Vehicle Recovery, Maintenance Operations and Tactical Power Generation.



COMMANDER

Col. Arthur Roark

SENIOR ENLISTED LEADER

Command Sgt. Maj. Timothy Meers

MISSION

The 140th RTI provides insitiutinal leader development for individual Soldiers to United States Army Training Doctrine Command accreditation standards as part of the One Army School System. Regimental units also instruct functional courses, provide pre-mobilization training and provide defense support to civil authorities.

35TH COMBAT AVIATION BRIGADE



The mission of the 35th Combat Aviation Brigade (CAB) is to provide command, control, staff planning, and supervision of the brigade's operations. The 35th CAB offers ready formations to the governor of Missouri and the president of the United States when called upon in times of need. Its primary mission is to fight and win the nation's wars when deterrence fails and to support the state of Missouri during disasters and civil unrest.

The 35th CAB conducts rigorous training with rotary-wing and unmanned aerial system assets in support of the Ground Force Commander while conducting large-scale combat operations in a multi-domain environment. The brigade accomplishes this by coordinating across states involved in its wartime task organization and integrating

them into a flexible and coherent team.

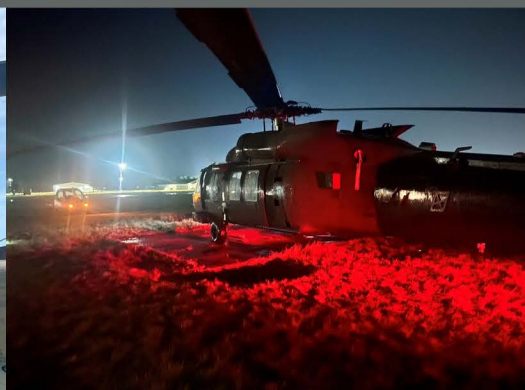
The 35th CAB is commanded by Col. Jack Windes and Command Sgt. Maj. Thomas Hintenach.

In 2024, the 35th CAB participated in Northern Strike 24-2 at Camp Grayling, Michigan. During the exercise, the brigade successfully trained on its Mission Essential Task List (METL) and conducted joint operations with the U.S. Marines and other foreign countries. The 35th CAB executed a joint air assault with more than 20 aircraft, including CH-53s, UH-60s, and CH-47s. Each aircraft performed hot refueling operations on an island from a CH-53 and CH-47.

Under the command and control of the 35th CAB, the 1st Battalion, 135th Aviation Regiment (1-135th AHB) flew 435 flight hours, completed 26 air mission requests

(AMRs), conducted more than 1,100 maintenance hours, and pumped 54,000 gallons of fuel. Additionally, real-time counterintelligence agencies used the C Co., 935th SIPR connection, the only active SIPR capability for data during the exercise.

Outside of named exercises, the 35th CAB continued its close partnership with the Recruiting and Retention Battalion and other senior commands to build strength and readiness across the state. The brigade flew 53 missions, which included static displays, orientation flights, and incentive flights. These missions transported 1,829 personnel, with the static displays reaching countless others.



COMMANDER

Col. Jack Windes

SENIOR ENLISTED LEADER

Command Sgt. Maj. Thomas Hintenach

MISSION

To provide command, control, staff planning and supervision of Combat Aviation Brigade operations to fight and win our nation's wars when deterrence fails, and supporting the state of Missouri in times of disaster and civil unrest.

35TH MILITARY POLICE BRIGADE



The 35th Military Police Brigade, based at Jefferson Barracks, includes the Headquarters Support Company, 175th Military Police Battalion, 205th Military Police Battalion, and 220th Motor Transportation Battalion. As an operational force, the brigade integrates capabilities and conducts mission command for all task-organized units. In 2024, Soldiers exceeded standards in both ongoing and new state and federal missions.

The brigade began the year with a BDE Ball at Lake of the Ozarks, uniting MPs across Missouri. They also conducted a staff training exercise at Fort Leavenworth, Kansas, in preparation for the 2025 Warfighter Exercise and the 2026 mobilization to Guantanamo Bay, Cuba. Additionally, the brigade staff planned for several potential civil support missions and mobilizations.

The 175th Military Police Battalion, based in Columbia, focused on state emergency duty preparedness. As the MONG's Quick Reaction Force, they specialize in civil disturbance

response and support the national CBRNE Response Enterprise as the CBRNE Assistance Support Element. In July 2024, they earned a perfect score on their External Evaluation and are now setting best practices for the National Guard Bureau.

The 205th Military Police Battalion, headquartered in Poplar Bluff, trained for federal mobilizations. The 1175th MP Co. deployed for Operation Spartan Shield in the CENTCOM AOR, while the 1137th MP Co. prepared to augment Camp Shelby, Mississippi, for large-scale mobilizations. The 1136th MP Co. will deploy for physical security and law enforcement in CENTCOM, executing the CASE mission.

The 220th Motor Transportation Battalion, based in Fredericktown, provides logistical support. The 548th Transportation Company is preparing for mobilization as a Contingency Response Force, with a full unit rotation at the National Training Center in August 2025. The 1231st Transportation Company supported

the Joint Readiness Training Center at Fort Johnson, Louisiana, while the 1241st and 1251st Transportation Companies supported the State Partnership Program and U.S. Customs and Border Protection on the Southwest Border.

Throughout the year, the brigade focused on Soldier readiness, resilience, and community engagement. Units participated in parades, fun runs, festivals, and ceremonies, while Soldiers volunteered hours for local charities. Brigade leaders also emphasized challenging training, including resilience and spiritual wellness. The 35th Military Police Brigade stands ready to answer the call for any federal or state mission. Always ready. Defending our own.



COMMANDER

Col. Lindsey Decker

SENIOR ENLISTED LEADER

Command Sgt. Maj. James Brown

MISSION

The 35th Military Police Brigade conducts mission command for all task organized units conducting or supporting military police operations.

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TEAM**

